UTokyo Compass

Into a Sea of Diversity: Creating the Future through Dialogue

September 30, 2021
The University of Tokyo

I. Basic Principles

As a hub for creating, connecting, and deepening academic knowledge, the University of Tokyo will foster the fundamental ability to question with the goal of achieving academic excellence and realizing an inclusive society. To achieve academic excellence, it is essential for diverse groups of people to come together to discuss, to learn, and to identify and share challenges and solutions. UTokyo will engage in research directed at the pursuit of truth and founded in academic freedom, and in education that nurtures people with a global perspective, high ethical standards, and tenacious practical skills, and it will build a new model of an autonomous and comprehensive university that integrates and deepens the great breadth of academic knowledge.

UTokyo will continue to work tirelessly to solidify confidence in the university as a place for creating value through academic activity. Going beyond the traditional roles of a national university, UTokyo must have the creativity to design its own practices in order to play an active role as an institution that serves the public good worldwide by helping to resolve the global challenges faced by human society. We will develop those practices through the university’s managerial competency, solidify the university’s foundations of material and financial resources to support autonomous and creative activity, and enhance the value of academic activity through the creation of knowledge, people, and place.

UTokyo aims to create a better future society that is inclusive and free, founded on the accumulation of distinctive and unique academic knowledge that has been inherited and enhanced over the generations. UTokyo is conscious of the foundation of its continued existence and its social responsibility. We will overcome divisions and obstacles through the practice of sincere dialogue that can correct the very real unfair and unreasonable disparities that exist in society today to create the academic knowledge needed to realize a better future society together and foster cocreation with all of society.
Knowledge (Perspective 1)

Exercising our academic freedom and autonomy as we seek to thoroughly understand the world in which we live, UTokyo will create a diverse body of academic knowledge that can be relied on when identifying the challenges facing society and their solutions. Through dialogue that is open and transparent to criticism and verification, new academic knowledge will be created by a university that is aware of its responsibility to serve the public, including those excluded from existing political and economic frameworks.

UTokyo will prioritize the advancement, in both breadth and depth, of basic research essential for technological innovation and will play an important role as a hub connecting and enabling access to all types of knowledge. Society cannot obtain the full benefits of new technologies without the support of academia to evaluate their impact. This role can only be fulfilled through collaboration that transcends boundaries between the humanities and the sciences.

The creation of academic knowledge in the pursuit of truth at UTokyo proceeds while listening to diverse voices, driven by the curiosity and inspiration of those who seek to learn and supported by the sincerity that is at the core of a commitment to society. Such dialogue is also the basis of the power to connect and energize the associated knowledge and people.

People (Perspective 2)

UTokyo nurtures talented individuals capable of creating the future. This university’s mission is to provide the world with well-rounded talented individuals who have excellent dialogue skills and the specialized knowledge and education to support all places of society. At the same time, we will focus on providing an education that enables students, as leaders of the next generation, to listen to the voices of the overlooked and to build empathic relations with others with sensitivity to how their own voices resonate.

UTokyo welcomes diverse students, faculty, and administrative staff from throughout Japan and around the world and produces promising talent. The university fulfills its functions for research, education, and engagement with society at the core of a large and continuously circulating network that is open to the world. In order to nurture flexible dialogue skills, UTokyo will enhance the framework for students to gain a variety of real-life experiences, including expanded opportunities for overseas study, experience at overseas universities and partner facilities and in global internship programs, and engagement with local practitioners.

UTokyo will take full advantage of the potential of digital transformation and cyberspace to pioneer education that promotes student dialogue and student participation beyond conventional bounds. The university will promote an
inclusive education that is not fixed to any particular age groups, attributes, or backgrounds, in keeping with the increased importance of inclusion in this age of rapid change and complex values and issues.

**Place (Perspective 3)**

UTokyo will redefine the role of the university as a place of inclusion, where the practice of dialogue brings out the individuality and creativity of each academic discipline and its polyphonic nature is energized. Together with diverse people from all walks of life, we will devise ways to make full use of the place provided by the university. Through such repeated dialogue, we will expand our network and communicate to the world the attraction of UTokyo as a university that anyone in the world would want to join.

UTokyo’s vision of creating place is not limited to the enhancement of equipment and facilities. We also make comprehensive efforts to develop attractive research, education, and employment systems that will lead to a brighter future. We value the diversity of our faculty, administrative staff, and students, reexamine the ways in which we learn and work to fully exploit the opportunities offered by digital transformation, provide stable employment and diverse career paths for young people, and improve the inclusion and treatment of university members who may be facing difficulties in relation to their nationality, gender, disability, or other characteristics. We will develop education and research methods based on the improvement and expansion of the online environment, with the aim of recreating the campus as a place that helps to keep people safe even in the event of unexpected disasters and emergencies.

UTokyo regards the broader society as the proper locus of its activities and will engage in creative dialogue to build relations founded on confidence and allow the university to serve as a bridge among diverse people and organizations. We will also work actively to expand our financial base, including through endowments and bond issuances, to enhance the university as a place. By creating a variety of places, we will build a virtuous circle of confidence and support for the university’s public significance and unique functions.

**A future made possible through dialogue**

Academia’s fundamental mission is to aspire to high ideals, to recognize the shortcomings of our current situation, and to identify issues for progress and improvement, so that we can envision a better future. It is through dialogue that we can break through society’s divisions and blockages and create new connection and interaction where before there was isolation. Through the confidence cultivated over many years in the university’s academic creativity and educational development, we can deepen dialogue with diverse stakeholders in our mission and ideals, foster understanding, and work together to resolve public issues such as the stewardship of the global commons for future generations. These are responsibilities that society expects us to fulfill.
Upholding academic freedom and autonomy, UTokyo strives to pursue truth and create knowledge and aspires to form a complex and pluralistic academic space in cooperation with other universities and research and educational institutions in Japan and around the world. The university’s pursuit of research and education that asks questions together is also a practice that shares a clear direction to the future for a society that is searching for a way forward in the face of difficult global challenges. As an autonomous and public entity, UTokyo is deeply aware of its role in society and the world and of the impact of its research and educational activities. UTokyo will further promote dialogue that is open to diversity and will work hand in hand with society to create an ideal vision for a shared future.
## II. The 20 Goals of UTokyo Compass

### Establishing Management Capacity for Autonomous and Creative Activity

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<th>0-1. Develop an Autonomous and Creative University Model</th>
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<td>We will establish a model of management specific to universities—a new university model—that expands the autonomous and sustained creative activities of all members of the university and provides a foundation for serving the global public through the pursuit of truth and the creation of knowledge based on academic freedom. We will enhance our risk governance in areas including financial affairs, legal affairs, and university-industry collaboration, as well as develop systems for accumulating, referencing, and sharing achievements in research, education, and social collaboration from across the university. We will thereby build a model that optimizes the collective activities of the university as an organization that serves the public in the context of its relationships with the wider society.</td>
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<th>0-2. Formulate a Sustainable Management Strategy and Expand the Functions of the University</th>
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<td>We will develop management mechanisms that enable the university’s growth as an organization that serves the public good. By doing so, we will enhance the attraction of talent, the acquisition of funding, and the provision of adequate time for research so as to support UTokyo’s value creation activities, including the liberal-arts education and innovation in science and technology that are necessary for the production of next-generation knowledge, the cultivation of diversified human resources, and the solution of humanity’s challenges. In order to expand the functions required of the university in response to societal needs, we will secure financial resources for upfront investments of a considerable scale, through means including the establishment of new endowments and the agile and effective issuance of university bonds.</td>
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<th>0-3. Cultivate Support and Appreciation for the University’s Roles</th>
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<td>We will gain the trust of wider society through multidimensional dialogue, including visible demonstrations of UTokyo’s research outcomes and educational appeal, communication of our new vision, two-way community engagement, strengthening of alumni networks, and timely exchange of ideas with international experts. These activities will raise our international reputation and foster greater support and appreciation for the roles performed by UTokyo, both within Japan and across the world.</td>
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**Perspective 1: Knowledge**

1-1. Seek Solutions to Global Problems

We will mobilize knowledge across all disciplines at UTokyo to seek solutions to global problems that confront human society in areas including health, economic disparity, gender equality, conflict and division, energy, resource circulation, and climate change.

1-2. Promote Diverse Scholarship

We will extend the scholarly accomplishments handed down to us through our long history as well as nurture the seeds of novel research founded on free thinking. For these purposes we will build a stronger foundation for our support for the diversity of scholarship and of the researchers who pursue it. We will promote further research in the humanities and social sciences, and raise awareness of our research by encouraging people to share and utilize research findings.

1-3. Generate Excellent Academic Knowledge

We will further strengthen our world-class research facilities as hubs for linking different types of knowledge, promoting research of the highest global standards, and generating new academic knowledge through co-creation across disciplines.

1-4. Generate Value through Co-creation with Industry

We will bolster our co-creative activities with industry using academic knowledge to generate value in a variety of forms, as well as ensure the sustained growth of that value generation. We will strengthen the university’s functions as a gateway for joint research across industry and the private sector, academia, government and the public sector, and society as a whole, in cutting-edge fields such as artificial intelligence, quantum technology, next-generation semiconductor technology, and next-generation cyber infrastructure. We will also pursue comprehensive partnerships and generate innovation across borders based on a shared overarching vision that incorporates perspectives from the humanities and social sciences.

1-5. Promote Responsible Research

We will promote Responsible Research and Innovation (RRI) through dialogue with the wider society, taking into account the societal impacts of science and technology.
Perspective 2: People 🧑‍🤝‍🧑

2-1. Nurture Inclusiveness and Capacity for Creative Dialogue

We will establish educational programs that foster the inclusiveness and advanced capacity for dialogue and action that are crucial in today’s increasingly complex society. These programs, which will be designed for undergraduate students and deployed for graduate students as well, will entail a wide range of learning in areas including diversity and inclusion, global commons, data science, and digital applications. Moreover, we will present students with a variety of role models and furnish practical space for them to develop a capacity for creative dialogue, as well as enhance our support for faculty engaging in this type of education. We will also promote extracurricular activities as opportunities to foster students’ independent creativity.

2-2. Nurture an International Outlook

We will foster a new generation of individuals equipped with a wealth of experience in engaging with diverse value systems, with an international outlook, and with a capacity for empathy. We will promote a variety of learning and other activities beyond Japan and provide students, including international students and other peers of highly diverse backgrounds, spaces to learn together, thereby fostering individuals capable of pursuing active careers as leaders in international society.

2-3. Undergraduate Education: Cultivate Disciplinary Expertise, Wide-ranging Knowledge, and High Ethical Standards

In the undergraduate curriculum, we will offer liberal-arts education in the Junior Division to equip students with wide-ranging knowledge, as well as specialized education in their disciplines that fully leverages our strengths as a comprehensive research university. Additionally, we will provide students with more opportunities to develop a deeper understanding of other fields, and we will enable them to think holistically from a broad perspective and to possess high ethical standards. To realize these goals, we will design flexible educational systems informed by a long-term academic vision that transcends the barriers between the humanities and sciences.

2-4. Graduate Education: Cultivate Advanced Disciplinary Expertise and Practical Capabilities to Tackle Next-Generation Problems

In the graduate schools, we will nurture public-spirited individuals with multidisciplinary outlooks and a strong sense of inclusivity, as well as advanced disciplinary expertise and practical capabilities. Our graduate education will also be responsive to our social mission of fostering outstanding researchers to serve the creation of new knowledge and contribute to society through excellent scholarship.
2-5. Support Early-Career Researchers

We will develop appealing environments that attract up-and-coming researchers both domestically and internationally and enable them to pursue their research freely and to the full, and we will foster exceptional early-career researchers to contribute to the creation of next-generation knowledge. We will generate a virtuous cycle in which these researchers become accessible role models who inspire talented, motivated students to pursue careers in research.

2-6. Cultivate Administrative Staff with Advanced Expertise and a Creative Mindset

The work expected of UTokyo’s administrative staff will inevitably change and grow more complex in line with societal changes such as internationalization and digitalization and with the extension of the university’s functions. We will develop systems responsive to these changing expectations and expand opportunities for administrative staff members to acquire advanced expertise and planning abilities.

2-7. Connect the University and Society through Bidirectional Recurrent Education

In order to engage with a complex and rapidly changing society, we will implement bidirectional recurrent education that positions the university as a place of exchange, both providing knowledge to society and learning about society’s problems.
Perspective 3: Place

3-1. Create a Supportive and Empowering Campus that Anyone in the World Would Want to Join

We will create an attractive and inclusive campus where people of diverse origins and backgrounds contribute to the creation of new value as they expand their horizons through interaction and dialogue with one another. For this purpose, we will increase the diversity of our membership and the plurality of our communities, while at the same time establishing a culture that fosters mutual trust through the pursuit of dialogue and developing our employment systems, advisory services and other aspects of the human and physical environment to ensure that everyone at UTokyo feels comfortable to learn, work, and pursue their activities, regardless of who they are.

3-2. Support Education and Research Activities

In order to develop an environment that enables people to focus on their education and research activities, we will promote the use of digital technologies and collaboration between the academic and administrative staff, as well as enhance our research support services and the university’s overall organizational capabilities. We will expand access to on-campus jobs that allow students with specialized skills and advanced knowledge to participate in a variety of activities within the university. We will also design organizational structures befitting a university that is expanding its functions, enabling the more effective deployment of education, research, and value creation activities.

3-3. Expand the Campus in Cyberspace

We will develop systems for the comprehensive advancement of UTokyo’s digital transformation. We will utilize our physical and cyber campuses multidimensionally to make UTokyo a university that anyone in the world would want to join, as well as develop an environment that enables research exchanges to be pursued internationally without the need for physical mobility. Moreover, we will use the digital transformation of our research, education, and management activities to promote dialogue among both internal and external stakeholders and to build learner-centered educational systems.

3-4. Extend Our Place into Wider Society

With the aim of achieving a knowledge-intensive, circulatory society, the start-up ecosystem that is currently being formed around the Hongo Campus will be developed into a global hub, tentatively called the “Hongo Intelligence Hill.” We will also strengthen and internationalize the networks connecting UTokyo with investors, start-ups, large corporations, and accelerators. Moreover, we will leverage the strengths of each of our campuses and specialized facilities, including the university hospitals and affiliated schools, to form partnerships with communities throughout Japan, as we aim to create new values of inclusion and harmony with the global environment.
3-5. Extend Our Place Internationally

We will develop international collaborative centers of research excellence outside Japan. Moreover, through international interorganizational partnerships, international joint research, and networking of our overseas activity bases, we will extend the opportunities for members of the university to pursue their activities internationally, and strengthen outside Japan the dissemination of our research results, our information-gathering, and our social collaboration activities. These initiatives will elevate UTokyo’s international presence and reputation, cementing our key position in global academic networks in each academic area.